

*Co-operative Manufacturing of Implements, General Farm
Machinery and Gasoline Engines*

WHAT THE FARMER IS DOING FOR HIMSELF

THE FARMERS' COMPANY

NOT IN THE TRUST

THE INDEPENDENT HARVESTER COMPANY
PLANO, ILLINOIS, U. S. A.

The Independent

On Your Farm Machinery Means

Best Machines at Lowest Prices—Independent of the Trust

One Word Tells *Why*:

CO-OPERATION

The Farmer Himself as a Member of the Company is Both *Manufacturer*
and *User*—Buying the Best *Direct* and Profiting on Every Sale Made

Read this Plain, Square Story of What
It Means to You in Dollars and Service

THE INDEPENDENT HARVESTER CO.

Main Office and Factories:

PLANO, ILLINOIS

Co-operation—the Lever of Twentieth Century Business— Means Sure Protection and Bigger Profits for the Farmer

This book is the story of Co-operation in modern business—and of what that Co-operation means to the modern farmer.

It is founded on *fact*—not theory; *experience*—not experiment; tested and proved successful, based on a big everyday principle of business life.

The principle that men who work together accomplish more—make more money—than men who work apart.

Co-operation, as a practical working principle, dates from the latter part of the eighteenth century, in England. Thousands of societies were organized, owned by the members, who bought the goods they themselves produced at a big reduction from the market price. *Nearly two-thirds of these organizations are flourishing to-day*—and the principle of their success has spread all over the business world.

We point you here to one such Co-operative Success—an American success—probably the most rapid and profitable of all—and we will show you how important that success is to the American farmer in iron-clad *protection* against the advance of the modern trust and in larger *profits* on his investment.

It is the story of an Opportunity—and the proof is the solid *Certainty* of *Results* already achieved. On that basis of sane, progressive conservation we appeal to your attention and your best interests.

What Co-operation Did for One Man

Milton, Kan.

To Whom It May Concern:

I have been a member of The Independent Harvester Company for about six months, buying one share first and then four more shares. I was so much pleased and struck with the idea of a Farmers' Co-operative Machine Company that I purchased forty-five more shares, making the limit, and came to Plano for the purpose of looking over the factories of the Company and seeing what was here. I have made a thorough inspection of the factories today and must say that I am more pleased with everything that I have seen.

I have farmed for over thirty years and consider the machines that I have seen manufactured by this Company as equal to anything that has ever been put on the market. The material and quality and simplicity of the machines strike my fancy.

I have met several of the officers of the Company and seen the method of doing business and will say that I have absolute confidence in the investment which I have made and I believe it is sound and a money maker. I would recommend it to my friends and neighbors, in fact I would be glad to hear of hundreds of thousands of the American farmers joining this Company.

I like the investment better than I do bank stock, the fact that it is single liability where bank stock is double liability, I believe in time that the investment will be greater and will increase in price more rapidly.

Very truly yours,

E. DUNN.

Buying from the Trust Means Prosperity—for the Trust; Why Not Co-operate for Your Own Independent Profit?

Why This Kansas Farmer Believes in Co-operation

Larned, Kansas.

I have this day visited The Independent Harvester Company at Plano, Illinois and have been shown through everything throughout the plant.

I think the business is carried on very systematically.

They have a natural gravel bed on their own premises which supplies them with building material and they have a good farm connected with it on which all machines are tried out before being placed on the market.

Their machines seem to be up-to-date and I believe a little ahead of any that I have seen.

I have talked with the bankers of the city and they say the managers of the Company are men of good habits and the best citizens of the county. They also state that their machinery has been purchased new and not second-hand to do their manufacturing with, that is, they have no second-hand machinery with which to do their manufacturing.

I have five shares in the Company and I am not sorry of it and think I will take more when I am able. I can cheerfully recommend it to every farmer and would advise them to take some stock in the Company.

I talked with one of the bankers who advised me that if any farmer had any money to invest that it would be a very good investment for him.

Very truly yours,

ALBERT SNOWBERGER.

All *successful* business is Co-operative. No man ever made a dollar—or a million dollars—by himself. The only successful men are those who work most effectively with others. The *most* successful men are those with whom others are willing to work.

The *Trusts* are co-operative—but *only* the *members* of the Trusts get the benefit of this co-operation. The outsiders—who fight the Trusts alone, unaided, while at the same time they compete with each other are left “holding the bag.”

What is the remedy? To fight the Trust and ignore the *principle* that lets it win?—or—

To *adopt* that principle and *organize* for mutual Co-operation and Co-operative Profit?

That's the question before us—before *you*, especially, as a farmer to whom *Independence* of the Trust may mean success or failure, a fair profit or a losing fight.

Co-operation is the answer to that question. The Trust is bigger than any one man, because it is an *army* of men. To be independent of the Trust, its opponents must *unite*.

That Union exists—already formed—already prosperous—already making its regular profit for its members.

Just turn the page and read *how* and *why*.



A regular sight on the tracks of The Independent Harvester Co. at Plano, Illinois

How The Independent Harvester Company Began to Bring Co-operative Prosperity to the American Farmer

Every man who reads this book knows how indispensable harvesting machinery is to the American farmer. He can't get along without it—and he can't get it—from the Trust—except at prices that eat into his profits like rats in a bin of corn.

This was the situation everywhere in 1905, three years after the Harvester Trust absorbed the Plano Manufacturing Co., originally at Plano, Ill., the largest and strongest of that Trust's competitors. And it is the situation *to-day*—for every farmer to whom this book is addressed. That's a plain, ugly fact of every day experience. But—

There's just one exception to that experience—a *big* one. It dates from 1906—the year when the Trust grip on the Harvesting Machinery market was supreme and *seemed* unshakable.

HOW THE COMPANY WAS ORGANIZED.

In 1906, in Plano, Ill.—the heart of “the enemies' country”—The *Independent Harvester Company* was organized on a co-operative basis. Two hundred Kendall County farmers formed the membership in order to buy their own farm machinery at a fair price that would insure them a living profit.

On the opposite page is a photograph of that first plant. Read on and see how it grew into a great commercial industry—an industry that has freed thousands from Trust domination.



Gasoline Engine Department of The Independent Harvester Company

The Start of a Great American Industrial Enterprise:

"Chapter I" in the Battle for Farmer's Independence

While we are describing the beginnings of The Independent Harvester Movement, take a glance at this picture—the earliest taken of our first plant.



View of First Plant, 1906, One Acre of Ground

You are *certain* of satisfaction in buying Independent products: First, because the makers and managers themselves use the machines they sell you; and, secondly, because they know that only by continuing the policy that won them the Company's enormous growth, can they continue the prosperity already achieved.

Then turn to page 16 and see how this modest enterprise grew into the powerful instrument of co-operative progress which it is to-day.

From the beginning the same conservative methods have prevailed in The Independent Harvester Company's management—a conservatism that is ever alive to the latest progress in machinery manufacture, but holds fast to the old-fashioned ideals in its dealings with every customer.

First Farmer to Become Member Proud of Company's Advance

Yorkville, Ill.
The Independent Harvester Co.,
Plano, Ill.

Gentlemen:—It is a pleasure to reply to your request of what I think of your Company. In 1906 I was the first farmer that purchased stock. I did it because I believed I was helping to push along a cause that all of us farmers should be interested in. I have seen your—or, rather, our Company grow from practically nothing to a size that is astonishing, and, under the disadvantages this Company has labored to become a Farmers' Company, makes me feel proud to look at those fine concrete buildings that have developed since I first signed with you.

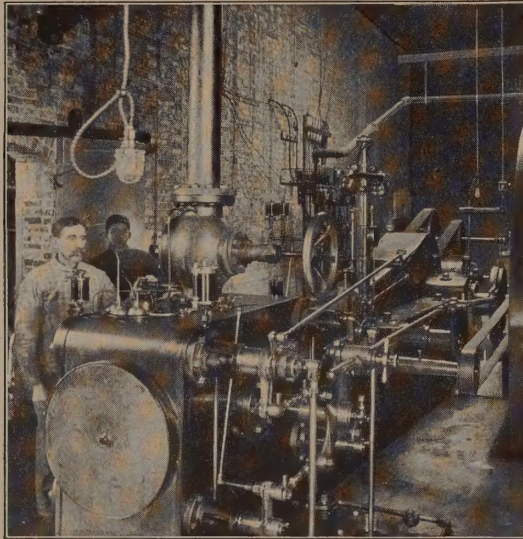
Yours very truly,
A. C. GABEL,
President Farmers' Institute of
Kendall County, Ill.

7,900 Per Cent Growth in Six Tremendous Years!

The Proof of Solid Worth in Independent Co-operation

On this foundation—a membership of 200 Kendall County farmers—The Independent Harvester Co., began its life. This was in 1906.

From that start it has grown—in six years of steady advance—to a membership embracing more than 18,000—all Western farmers, standing solidly behind it, sharing in the increased value of its plant and holdings, protected by its ever-enlarging power and independent usefulness.



One of the Three Power Plants

Page Six

From 200 to 18,000 members! 7,900 per cent increase in the first six years! Can you ask better proof of the value of Co-operation?

In these years, one by one, a foundry, blacksmith shop, wood-working shop and paint-shop were erected on a newly purchased tract covering a quarter of a section. An experimental farm was laid out, where the machinery is first tested. From the gravel beds, on Big Rock Creek, on the farm, is taken all the gravel necessary in the manufacture of the concrete used in the construction of the buildings, and sand for moulding in the foundry.

At the beginning of the year 1909, the company was ready to handle its vastly increased business, and by its close, several of the buildings had been enlarged, a storeroom and a warehouse, 100x152 feet, had been erected, 250 men were at work in the shops and offices and a business of \$100,000 had been transacted.

From then until now the progress has been constant, and the company faces its next balance sheet with prospects of thousands of dollars worth of business.

Plant Exceeds Expectations

Falls City, Neb.

The Independent Harvester
Co., Plano, Ill.

Gentlemen:—I have been through your plant at Plano, and am well pleased with what I have seen. It is more than I expected to find it to be. I have this day taken stock in your Company.

Yours for business,

GUST DEERFELDT

Factory and Working Force of the Independent Co. in 1908, Showing Gain Since Start of Great Co-operative Success

Here are the men behind the machinery—a factory force that is being increased month by month as our expanding business demands. Every department to-day

The high quality of Independent Farm Machinery is the direct result of a perfectly trained factory force. Our employees are imbued with the “Independent” spirit



is working under extra pressure to accommodate the increasing number of orders received. That fact alone will explain the reason for the phenomenal increase in the value of Independent Harvester Membership, of which we speak on the next page.

of Co-operation. They take as much pride in keeping up the high standard of Independent products as do the members of the company. That fact alone is your supreme guarantee of excellence in Independent Machinery as a profit-booster on your farm.

Co-operative Buying Stands the Ultimate Business Test

"Independent" Membership Today Sells at a Premium

The first members of The Independent Harvester Co. were men of firm faith in the rock-bottom worth of the Co-operative Idea. In that faith they invested their savings in its membership holdings. Month by month, and year by year, they have watched those holdings grow in cash value, until today *the membership rights which they bought at par are worth a good premium on the open market.*

With each advance in the value of these membership holdings, new members have been added to the Company,

until to-day it faces the future with Success not only *assured*, but *realized* — the perfect realization of the Co-operative Principles.

And yet, right here, please note this significant guarantee of square dealing to the farmer:

With holdings soaring far above par, membership in The Independent Harvester Co. is still offered to you, as a farmer, at a rate that makes *certain* an immediate and increasing ratio of profit from its rise in value.

Satisfied Investor Advises Every Farmer to Benefit by Co-operation

Mowequa, Ill.

"I have this day visited the plant of The Independent Harvester Company, the Farmer's Company, at Plano, Ill., and find that same is half again as large as when I visited it about two years ago. It looks to me as if there were about two-thirds more men employed than at that time.

"I am certainly satisfied with my investment in the Company. I also find that a much larger line of machines is now being placed on the market than at that time. I would advise every farmer to take at least one membership share in the Company for the money he can save on his machines."

W. P. SANNER.

The testimonials shown in this book are all voluntary expressions of confidence and good will. You should profit by their investigations of our plant and their comments.

Do not forget—in the "Independent" you really are buying your machinery from yourself.

Member Doubles Holdings After First Visit to Inspect Plant

Woodward, Iowa

"This is my first visit to Plano, Ill. and the plant of The Independent Harvester Company. I took membership in the Company about a year ago and I am more than pleased with what I have seen there.

"The factory is much larger than I had anticipated, and I decided to double my holdings in the Company. I am well satisfied with the machinery that the Company is putting out. Will cheerfully recommend it to any of my friends looking for investment."

Very truly yours,

CHAS. W. KIRTEY.

Why The Independent Harvester Co. Can Afford to Sell Better Machinery at Less Cost than the Agents of the Trust

You have seen the cash value of Co-operation as an investment. Turn now for a moment to its worth from the viewpoint of the purchasing farmer.

You are constantly buying new machinery for your farm. Big or little, costly or not, the profit all goes into the big-trust hopper through the big-price sieve.

Now note how Co-operative Buying solves that problem:

First, by a more direct purchasing plan. You know just how big an economy that means.

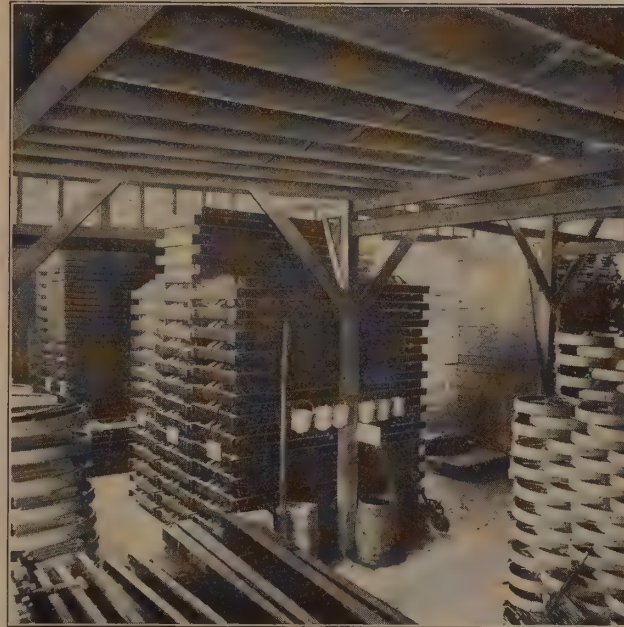
Second, by making *use* rather than *profit* the criterion by which prices are fixed.

In our Company farmers are selling machinery to farmers. They are, in fact, selling it to themselves, as buyers. The lowest prices are put on the goods that the necessary expenses of the business will permit.

Third, by marketing the best machinery cheaper than others. The latest inventions make manufacturing costs lower, and these are installed as fast as they are proved practicable.

As a member you are sure of reasonable prices on Independent Machines, because—

You are one of the 18,000 partners of The Independent Harvester Company.



Finished Parts, Ready for Assembling Room

This Fine New Factory Building Is in Itself Solid Evidence of the Increasing Value of Independent Membership

A spreading business is usually a profitable business. The Independent Harvester Company's growth is proved by the rapid addition of new buildings to its plant at Plano.

Every addition means that the farmers who make up the company are reaping bigger profit on their investment. For every new structure proves an equally gratifying increase in sales and the profits they bring. Every year since the start of this business our depart-

ments include new articles of manufacture. Our working force is increased month by month, to accommodate this enlarging scope of operations.

You are doing business with a steadily gaining institution when you purchase machinery from The Independent Harvester Co.—a concern that is working day by day to meet the vastly increased demand upon it.

The various departments are in charge of men thoroughly trained in their particular line. Every one appears to realize the responsibility that rests upon him—that machinery of the very highest grade is to be turned out, and that his department must "make good" in the strongest sense of the term. When a machine or a vehicle, or a device of any kind goes to the farmer with the word "Independent" stamped upon it, it goes with the absolute guaranty of The Independent Harvester Company, and every employee feels that he has a share in that guaranty. Many of the employees are stockholders in the corporation, and, therefore, have a direct interest in its affairs. Others are sons of stockholders, who have turned their attention to mechanical pursuits.



One of the Blacksmith Shops at Plano Plant

A Snapshot in the Iron Foundry Where Expert Molders Make the Machines That Make Farmers Independent

A good foundry is the bone and sinew of a successful manufacturing establishment, and The Independent Harvester Co. has manned this department with the most skilled workmen that high wages and perfect working conditions can secure.

Every member of this department must measure up

to the most exacting of tests, and the wisdom of this plan is shown in the few and infrequent changes which this company makes in its working force.

Every article we turn out is thus protected by a double guarantee—the certainty of the best materials plus the assurance of faithful and expert workmanship.

It's a combination that spells dollars to the Independent Stock-holder.

We found after many trials that we could not purchase satisfactory castings to go into Independent machines, so we established this modern foundry. The result is better castings at a less cost.



A Rapidly Expanding Business That Makes Machinery to Suit Every Phase and Need of Work on the Farm

One Inspection Convinced These Men of Our Company's Stability and Future

The Independent Harvester Co.,
Plano, Ill.

Gentlemen:

This is to certify that we have this day visited The Independent Harvester Company's factories at Plano, Ill. We found a splendid plant of concrete and stone buildings with a floor space of 250,000 square feet in which is being manufactured an excellent line of farming implements.

Continued progress along the same lines that has produced such wonderful results during the past four years, will undoubtedly make this one of the greatest co-operative factories in the world. We believe that this factory is doing for the farmers, in supplying their farming implements, what the Farmers' Union is doing in the sale of farm products. Here is a place where the farmers can save money and make a profitable investment, and at the same time join in the great co-operative movement which is doing so much to liberate the country from the bondage of Trusts. We have shown our confidence in the movement by becoming members of the Company and hope to see many of our neighbors join with us.

J. E. ELDRED,
W. L. HEARRON.

Every *successful* business is a growing business, but the shrewd investor demands proof of the *rate* of growth. Not only "how big this year?" but "how much *bigger* this year than last?" is the question you've a right to ask of The Independent Harvester Co.

Here's the answer, and we'll leave it to you if it doesn't clinch one big point in our proposition.

Since 1910 the membership of this company has more than doubled—from 8,000 to 18,000—and that for the plain reason that its phenomenally expanding business has convinced applicants for membership of the rock-bottom merit of Co-operative manufacturing.

That expansion has meant three things to Independent members:

1. More profits from larger sales.
2. Still lower prices for machinery—for the bigger the business done, the cheaper the goods can be sold.
3. The manufacture eventually of every possible variety of machine required on the modern farm.

Fine, new fire-proof structures, built with every improvement and hygienic convenience for our workmen, now produce the big machines that are bringing prosperity and independence to the American farmer, and still the Company's growth shows no rest or let-up.



Making Grain Elevators

Glance Over Our Fine Machine Shop. It's One More Sign of the Growth That Has Made This Company a Success

With this splendid equipment—indicated by these photographs of actual work in our Plano plant—the future of The Independent Harvester Co. is limited only by the development of agriculture in America. Located in Illinois,

in the heart of the country's most thriving agricultural section, this co-operative enterprise is in direct line to get the benefit of every wave of farm prosperity.

Why not be in position to profit by that prosperity?



Read These Prices—Then Figure for Yourself the Saving That Independent Membership Will Mean to You

Figures talk louder than words. Listen to ours for just a moment. Here, in parallel columns, chosen at random, are the *prices* for which Independent Harvester members are buying our machines to-day—and alongside, the regular market price of the same articles. The difference is *your* saving, as an Independent member:

	Member's Price	Market Price, Same Grade		Member's Price	Market Price, Same Grade		Member's Price	Market Price, Same Grade
Independent Grain			Independent Manure			Independent Gasoline		
Binders, 8 ft.	\$125.00	\$150.00	Spreader.	\$95.00	\$110.00	Engines, 8-H. P. Stationary.	\$305.00	\$350.00
Independent Mowers, 6 ft.	42.00	50.00	Independent Corn Planter	35.00	40.00	Independent Corn Cob Mill, No. 6.	32.00	37.00
Independent Grain Ele- vator, Dump and Power, complete.	135.00	155.00	Independent Two-Row Cultivator.	43.00	48.00	Independent Farm Wagon (3½ x 10) Regu- lar.	65.00	72.00
Totals	\$302.00	\$355.00	Independent Gang Plow (28-inch).	54.00	60.00	Independent Sully Plow, 16-inch.	32.00	36.00
			Totals	\$227.00	\$258.00	Totals	\$434.00	\$495.00
Total Saving, \$53.00			Total Saving, \$31.00			Total Saving, \$61.00		

Grand Total Saved by Independent Prices on 11 Articles Used Every Day by the Farmer, \$145.00

“Satisfied,” Says This Investor.

The Independent Harvester Company, Plano, Ill.

Hinckley, Ill.

Gentlemen:—I visited your plant on September 27 for the first time and am well pleased with what I have seen, and satisfied with my investment as a member. Wishing you continued success,

I am, yours truly, L. H. DELLENBACH.

A Force That Looks Like “Business”—and Means It, Too

Another Photograph of Operatives at Our Big Plano Factory

From the start of The Independent Harvester Co., the efficiency of its working force has been a powerful factor in making its machinery known, the country over, as the best and most effective on the market.

The men in our employ form a perfectly-balanced working force, directed by scientific factory methods and guaranteeing a uniform high quality grade to every machine we turn out.



Assembly of Independent Operatives; Photo taken in 1911

WHERE THE FARMER MANUFACTURES

(Photograph Taken



THE FARMERS' COMPANY
Works and Experimental Farm of The Independent

HIS OWN MACHINERY TODAY

September 3, 1911)



NOT IN THE TRUST

Harvester Company, Plano, Ill., U. S. A.

Another Addition That Shows The Independent Plant's Growth— Receiving Department Building Erected in the Year 1909

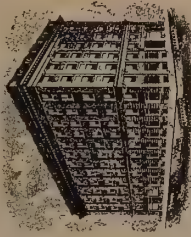
Business *makes* business, just as money brings *more* money, the world over. The advantage of attaching yourself to a progressive and flourishing enterprise is that you gain the benefit of its momentum.

No waiting to build up a business—with Independent Harvester Co. membership. The business is built up—and *waiting for you*—to take out your share of its prosperity.



NO. 1651

The First National Bank



CAPITAL
\$200,000.00
SURPLUS & UNDIVIDED PROFITS
\$200,000.00

WEBB VINCENT, PRESIDENT
J. M. MURPHY, VICE PRES.
E. H. RICH, CASHIER.
GEO. L. RICH, ASST. CASHIER.

Fort Dodge, Iowa

November 10, 1911.

Mr. Geo. T. Barrett, Treasurer,

The Independent Harvester Company,

Plano, Illinois.

Dear Mr. Barrett:-

With reference to our business relations with your Company extending over a period of the last two or three years, I have to say our dealings have been entirely satisfactory in every way. The account you have carried with us right along has been a very nice one and the paper which we have discounted for you, being notes given to your Company by your stockholder-customers, has been taken up promptly. We have heard very little objection on the part of the makers of the notes, and we have found it necessary to carry only a few of them past maturity.

We believe your Company has a record of progress and trust that our very pleasant relations may be continued for many years to come.

With best wishes for your continued prosperity,
I remain,

Very truly,

E. H. Rich
Cashier.

GPA:

Sound Investments for a Solidly Intrenched Capital; Read This List of Independent Harvester Holdings

A Place to Make and To Save Money

Oldham, S. D.
The Independent Harvester Co.,
Plano, Ill.

Gentlemen:—During the International Live Stock Exhibition I visited Plano, where I found everything pertaining to your Company, the plant and machinery even better than I expected. There is certainly a place for the farmers to save money, and the money they invest should prove a profitable investment. It looked good enough to me for five shares.

The buildings are all good and as substantial as cement will make them. Some have concrete or cement roofs also fire protection seemed to be very good, as in fact was everything about the plant.

If you want to use this letter I have no objections.

Yours truly,
ERLAND H. JOHNSON.

The soundness of a company's condition is shown, without exception, by the choice and quality of its investments. We are glad to print the following complete list of The Independent Harvester Company's holdings, as a sign and proof of the broadly progressive policy which governs its management:

The real estate owned by the company amounts to more than 150 acres, fifty acres of which are used for factories and factory sites, and 100 acres for experimental farm purposes. The various factory buildings have a total floor space of 250,000 square feet. Title to all the property, including buildings, real estate equipment, patents, patterns, etc., is vested in the Company. Fire insurance to the amount of over \$400,000 is carried, at minimum rates, on account of the modern construction of the buildings. The highest credit is enjoyed with the material people, and many of the Company's largest bills are discounted.

Praise for the Manure Spreader

Callender, Iowa.
The Independent Harvester Co.,
Plano, Ill.

Gentlemen:—As I am using one of your "Independent" spreaders I feel it is my duty to let you know I like it, and why. First, on account of its light draft; it saves my team. Second, ease of handling; do not have to have a machinist for a hired man. Third, never fails with any kind of manure, but works steadily on any kind of land. Fourth, strength in construction and simplicity in number of parts makes it most desirable. My boy handles the spreader with perfect ease.

J. M. FOGLEMAN.

These facts all prove the solid basis on which The Independent Harvester Company is founded. The properties are increasing in value day by day, and the farmer who invests now will be a fortunate man.

Independent Harvester Machinery, Awaiting Shipment to Co-operative Members from Factory

Here is a brand new lot of manure spreaders—one of the most widely known and successful lines we manufacture—awaiting shipment in the Plano warehouse.

Every machine here—and every machine we make—is thoroughly inspected before it is permitted to leave our works—*your guarantee of top-notch Independent Quality.*

Your fastest working hired man will dump barnyard manure by hand at the rate of about fifty loads



to the acre. This overdoes the fertilizing and the land instead of being benefited, is really injured by the excess of enrichment.

The Independent Manure Spreader saves this expense; any boy can unload from it more quickly than a man with a fork. Machinery simplifies the work and makes the task of just the right adjustment of fertilizer to soil, much easier.

Unrivaed Location, Ideal Shipping Facilities and Reasonable Sales-Terms Guaranteed to Every Member

The Independent Harvester Co. exists for no other purpose than to give absolute *satisfaction*, in machinery and profit sharing, to every one of its members. It has no private axes to grind, no discrimination to show at any point in its business, and every shareholder is assured a square deal by the equality of opportunity thus guaranteed.

Located fifty-two miles west of Chicago, in an unrivaed site for manufacturing purposes with large distributing facilities at Omaha, Wichita, Watertown, Oklahoma City, Fargo, La Fayette, Minneapolis, Des Moines, Ft. Dodge,

Madison, Billings, Spokane, Kansas City and Sioux Falls, this Company is in a position to secure every advantage in distribution to its members.

At the manufacturing plants are turned out quantities of binders, mowers, manurespreaders, gasoline engines (from two horse power, up), seed corn graders, grain elevators, dumps, planters, lever harrows, disc harrows, sulky plows, gang plows, single and two-row cultivators, listers, etc.

And remember, in six years of uninterrupted progress, *not one complaint as to our terms has ever reached this office.*

Can you ask a better proof of fair dealing and honest, competent service?



Independent Woodworking Shop

Gladbrook, Iowa.

To Whom It May Concern:

This is to certify that I have visited the factories of The Independent Harvester Co. at Plano, Ill., and have been well pleased with what the Company has in Plano. The 16,000 members, which is the membership, certainly should be proud of such an extensive plant and such good machinery as they are turning out. I predict for The Independent Harvester Co. nothing but success, and my belief in it has prompted me to take the limit of stock with the Company.

I have been a stockholder for several months, but my visit here convinces me that there is no better investment in this great Mississippi Valley of ours than what the stock of The Independent Harvester Co. will make.

I recommend every farmer to be a stockholder in this Company for at least a limited amount, owing to the fact that the discounts would be sufficient to repay him for the number of shares that he has of a small number.

Respectfully submitted, G. C. GREVE.

How "Independent" Co-operation Turns the American Farmer's Lost Opportunities Into Steady Profits

Just one word here about "lost opportunities." Almost any farm you can mention raises a big crop of them. However big the year's profits, there's a drain here and a loss there, that means that profits *might* have been bigger.

Why?

It isn't lack of skill or work or science. It's lack of something no *one* man can supply.

Co-operation.

Many hands make lighter haying, and many brains and wills, working in harmony, through The Independent

Harvester Co., have reduced to a mathematical *certainty* the problem of farm machinery manufacture.

The machine that breaks down in a pinch, the machine that balks in a crisis, the machine that does indifferent and unprofitable work—we've sent them all to the discard.

By so doing we have turned scores of "losing battles" with mortgages and "bad luck" into well-grounded success.

How?

By co-operation—for that's our business, and these *results* are the proof of its worth in Solid Cash.

Recommended to All as a "Good Investment"

Wilmington, Ill.

To Whom It May Concern:

"We have this day visited the factory of The Independent Harvester Company, of Plano, Ill., and find the same to even exceed our expectations. We would highly recommend it as a good investment to all who may be interested."

JOHN WARRIMER.
W. C. WURTZ.

The membership of the Company is a membership of producers, who are consumers of their own goods, and every new member that is added simply strengthens the corporation's capacity as a producer and a consumer. Its resources may be reckoned from within and without, and the growth of its capitalization is necessarily a part of its actual development. And then every member is a selling agent, with influence backed by a direct interest in the sales.

The review of its development plan make it very plain that the corporation is without a superior. The basis of the organization, its every transaction, and the comprehensiveness of its public statements make it stand out in bold relief against the ordinary sordidness of our commercial life.

Up-to-date Machines

Conway, Okla.

The Independent Harvester Co.,
Plano, Ill.

Gentlemen:—This is to certify that I am well pleased with what I have seen as I have gone through your factories and I am agreeably surprised as it is much better than I expected to see.

They have a fine line of machines which are now being placed on the market; the machines are all up-to-date. I wish to make special mention of the Gasoline Engine as it is the best I ever saw.

Yours very truly,
B. F. McFARLAND.

The Independent Machines on Their Way to Save Time, Money and Labor for "Independent" Farmers

Prompt and reliable deliveries are the rule with the Independent Factory System. We are not merely interested in getting the money for the machines you buy. We are more interested in getting the machines to you

as quickly as possible and in perfect condition, ready for immediate use on your farm. That's another secret of the great *Co-operative Idea*: It makes *your* interests *ours* to the last minute of the working day.



Tested by Experience, "Independent" Farm Machinery Satisfies Every Demand of the American Farmer

Penalosa, Kansas.
Gentlemen:—I am a stockholder in The Independent Harvester Co. of Plano, Ill. I have visited and inspected their factory and find it to be a great institution and growing rapidly. I formed the acquaintance of the officers of the Company and find them to be men of good business qualifications, men of high standing, and working for the best interest of the Company. I have increased my stock two shares.
Respectfully
MARTIN HARTLEY.

Stanhope, Iowa.
The Independent Harvester Co.,
Plano, Ill.
Gents:—My spreader is giving excellent service under all conditions. I am satisfied that its mechanical features will so prolong the life of the machine that when the world is full of spreaders the first "Independent" will still be on the job. You manufacture the best Manure Spreader that I have ever seen or used.
B. K. LUND.

Blairsburg, Iowa.
The Independent Harvester Co.,
Plano, Ill.
Gentleman:—Inclosed find draft for \$93.10. The Spreader arrived all O. K. and I have given it a trial and find it to be a dandy. Operates easy and does excellent work and is very light draft. I have used three or four different makes of spreaders but the Independent beats them all.
Respectfully yours,
DICK HEMMEN.

Jewel, Iowa.
I recently visited a manufacturing concern at Waterloo, Iowa, but was not satisfied with what I saw there. I received an invitation to come to Plano, Ill., and see the factories of The Independent Harvester Co., and what I saw at Plano was so far in excess of what I saw at ———, that I at once decided to increase my holdings in the Company from three to five shares. I am well pleased with my investment.
Very truly yours,
J. W. KOOP.

Cameron, Mo.
The Independent Harvester Co.,
Plano, Ill.
Gentlemen:—I have this day visited the factories and office of The Independent Harvester Co. and am well pleased with what I have seen. Everything is as good as has been represented by the agents of the Company. Was treated with the greatest courtesy and everything was explained to me as to how the business is carried on. This is a good thing for the farmers and a move that should have been made 25 years ago instead of now. I am proud to be a member of this Company, and the only objection I have is that it is not at Cameron, Mo., instead of at Plano, Ill.
Very truly yours,
J. L. BENNETT.

Radcliffe, Iowa.
The Independent Harvester Co.,
Plano, Ill.
Dear Sirs:—I bought one of the Independent Grain Elevators and Dumps last fall and set it up myself without the aid of an expert, and must say that I am very much pleased with the Elevator. It works to perfection. The Dump works automatically and can be adjusted so it entirely controls itself. Did not have any trouble all last season. I run my Elevator with a 4 H. P. Gasoline Engine which makes the work of elevating corn a pleasure. My advice to everyone who buys an Elevator, is to buy a 3 or 4 H. P. Independent Engine.
Sincerely yours,
T. L. THOMPSON.

Putting It on the Plain Basis of the Dollar Bill, What Does Co-operative Buying Mean to You?

How Co-operative Buying Won This Man's Approval

Alton, Iowa
Mr. Thompson, Pres.,
Plano, Ill.

Gentlemen:—I am much pleased with my trip to Plano to see your factory—or, rather, our factory—and I congratulate you and all the members, including myself, as I see great possibilities for The Independent Harvester Company, not only as to the principle of the users of machinery being stockholders in and co-operating in a harvester work, but also as to prospective profits in the business. I took two membership shares from Mr. Preston in October and now place my order for three more and I am anxious to see every farmer become a member and help push it to the front.

Yours truly,
R. VAN ZYL.

So far in this booklet, we've been talking about Independent Harvester Co-operation—what it brings the member, both as purchaser and investor.

You have read the facts and figures which back our claims—the proof of saving, dollar by dollar; the test of quality in satisfaction guaranteed.

You don't have to take our word for it either. The testimonials from convinced profit-sharing members of this Company, printed in this book, put this big question squarely up to you:

High prices for machinery cost you just as much, or more, than they cost these men. *Your* opportunity for profit, *your* skill, *your* experience are equal to—or greater—than theirs.

Why not profit by that opportunity—to the limit?

Why not make that opportunity bigger—why not protect and safeguard it—by becoming a member of this Company, which exists solely for the benefit of its members, and is prospering because it fulfills every pledge it makes to the last dollar's worth?

That's our proposition to you, Mr. Farmer. You owe it to yourself to give it a fair judgment.

"How can you sell such superior machines at so low a price?" is a question we are often asked. The answer is simple. The co-operative principle saves us expense and also obviates the necessity of excessive profits made by the Trust on its "watered" investment. We put the difference into improved quality and at the same time keep our selling price at the lowest consistent figure.

Praises Purchases Made of Independent Company

Newark, Ill.

The Independent Harvester Co., Plano, Ill.

Dear Sirs:—The Manure Spreader I bought of your people can't be beat. It works fine and does good work. I have used other machines but I like yours best, because it is so easy to handle.

The automatic work of the "Independent" can't be beat. Any boy can manage it as well as a man.

I am thankful that your company got out the best Corn Picker and Husker I have seen so far, and I like the co-operative plan of your Company. Success to the "Independent."

Yours truly,

SAMUEL JOHNSON.

"Independent" Membership is More Than an Investment: It's Insurance That Pays You Its Own Steady Premium

Increases Membership and Gets Friends to Join

Alden, Iowa.

I became acquainted with the representatives of The Independent Harvester Company at the Iowa State Fair, in 1907, at which time I bought one share of membership. One year later I purchased nine more shares and about sixty of my friends have become members since.

I consider the management is high grade. My boy has commenced work at the factory and will learn a good trade. The carload of Manure Spreaders and Corn Pickers and Huskers gave excellent satisfaction. I am a believer in this Independent movement and would like to see all farmers hooked up to it.

Respectfully yours,
ENOCH WARMAN

Next to making a farm pay, the biggest problem before the American farmer is *safe* investment of his profits. You have a right to demand of any enterprise that it show its worth by the sureness and reliability with which it safe-guards your savings.

In a nutshell, you've a right to ask not merely an investment—

But—

An *insured* investment.

Right here, Mr. Farmer, Independent Membership makes its strongest appeal to your interests.

For Independent Membership is *more* than an investment. It is *insurance* against extor-

tion in prices and shoddy quality, and that for the simple reason that it must satisfy *you* every hour of the day and every day of the working year. Your satisfaction is our satisfaction. Our success is your success.

It is insurance that you pay for once for all—insurance that begins to bring you returns with your first purchase—insurance on which *you get the premium* as long as you remain a member—in machinery you can depend on, purchased at prices that are fixed to meet the demands of your own farm and the purchasing power of your bank account.

Quality and Price—the two requisites in any bargain—both coming *your* way.

Is it worth while?

Chalmers, Ind.

The Independent Harvester Co.,
Plano, Illinois

Gentlemen:—Having purchased one of your Binders this summer before harvest time and not having used one of your machines before I knew nothing of the work done by this machine. Being somewhat rushed, two of my neighbors came in to help me, one using a ——— Binder and the other a ———, while my boy was driving the Independent. Before we finished cutting all were convinced that the Independent did far better work and was superior in every way to either of the other two Binders.

I can cheerfully recommend the Independent to anyone in need of a Binder.

Very truly yours,
J. E. MITCHELL.

Capitalists Did Not Become Capitalists by Hoarding Their Money; No More Can You

“Money breeds money” is as good a business principle on the farm as behind the bank counter. But only on one condition—that it be put into use.

Hoarded money is *dead* money. Only *circulated* money—*live* money—is *capital*. And only the man who circulates his money, sanely, shrewdly, perseveringly, makes it breed the bigger profits that come to the Capitalist.

You can't grow wheat without soil, and the business world is the soil in which capital is planted and successful profit-harvests are reaped.

To plant and reap *yours*—to place every dollar you have for investment to advantage—you can't afford to take any *one* man's say-so.

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Amazed at the Growth of the Company

Woolstock, Iowa

To Whom it May Concern:

I was at Plano, Ill., and looked through the factories of The Independent Harvester Company. I was there two years ago and am perfectly amazed at the wonderful strides that the Company has made since my first visit. I believe every farmer should put his shoulder to the wheel and give The Independent Harvester Company a boost; should patronize it, should be a stockholder in it, and I can see no reason why the value of its stock should not increase greatly during the next few years.

Yours very truly,
EDW. SHORT

Thorough Investigation Tests Membership Value

Watertown, S. D.

I wish to state that on February 15th I took one membership share from Mr. Fraser, who is in charge of The Independent Harvester Company's headquarters at Watertown, South Dakota, and a little later I took four more shares. I have gone over the entire factory thoroughly and have made an investigation of the various machines the Company is manufacturing. I have also investigated the concern as to its plans of developing and am firm in my conviction that there never has been a movement that will be as beneficial to the farmers in general as this Independent Harvester Company.

Yours very truly,
NICK KIRSCH

You have a right to ask the stronger proof—the firmer certainty—that comes with numbers. Eighteen thousand men—all agreed on one proposition—are better guides than one. *Majority* spells *authority*.

That authority—the authority of a test repeated thousands of times without one failure—is behind every claim we make for Independent Harvester Membership. Eighteen thousand farmers back that claim. Hundreds more are being added to their number every month.

The gain they have made through Independent membership—you can equal—or excel.

It rests strictly with you to say how *soon* and how *successfully*.

Where Profits are Made for “Independent” Farmers: A Glimpse of Prosperity in Which You May Share Today

The photographs in this booklet are the best argument any man can require for Independent Harvester Co-operation. These photographs mean that our “*words* are backed

up by our *deeds*,” that fact and not fancy guarantees their accuracy, and that the success of the Independent Harvester Co. is not a “gambling chance” but a thing accomplished.



One of the Independent Assembly Rooms. Photograph Taken February, 1911



Striking the Blow for Farm Freedom at the Psychological Moment of History

Every fight has its crisis—the moment when a feather's weight one way or the other turns defeat into victory.

The struggle of American farmers for freedom, from trust tyranny is at that crisis to-day.

The Harvester Monopoly, by tightening its grip on the situation, has forced thousands of individual farmers to submit to its demands.

We are not making any sensational attack on the Harvester Trust.

It knows its business.

Do American farmers know theirs?

That is the question which must be answered.

Will the farmers of this country seize and wield the only weapon in their grasp against trust extortion?

Recommends Manure Spreader after Test

Rockford, Ill.

The Independent Harvester Co., Plano, Ill.

Dear Sirs:—I wish to say a word in favor of your Manure Spreader I purchased of your Agent, Mr. Borchers, at State Farmers' Institute at Rockford, Illinois. It has given good satisfaction as to draft and quality of work. . . .

I will be glad to recommend your machine to anyone in need of a spreader, as mine, as far as I have used it, has proved very satisfactory. . . .

Yours truly, L. S. WELDON.

Mt. Vernon, South Dakota.

The Independent Harvester Co., Plano, Ill.

Dear Sirs:—I am entirely satisfied with the Binder I purchased of you this fall. I cut one hundred and forty acres (140) of grain, much of this was very short and weedy.

The elevating cap and binding part on your Binder is better than any I have used. Were I to buy another Binder, I would get one just like it.

Yours truly, OSCAR HALVERSON.

Murdock, Minnesota.

The Independent Harvester Co., Plano, Ill.

Gentlemen:—Have just started two eight-foot Binders today that were purchased of you. Am pleased to say that they work to my entire satisfaction. And will be pleased to recommend them and the Company to my friends and neighbors. Am using only four horses and they handle the machines with ease.

CHRIST PETERSON.

That weapon is CO-OPERATIVE BUYING through the firmly established and ever-increasing business of The Independent Harvester Co.

An ounce of action here is worth a pound of mere complaint.

It is up to *you*, as a farmer, desiring and deserving *Independence* of trust control, to *win* that Independence by working shoulder to shoulder with the 18,000 other farmers who have made that freedom possible through The Independent Harvester Co.

For your own sake—for the sake of your farm and a *living* profit—*do it now.*

Price after April 1, 1912

1 Share \$115.00 5 Shares \$575.00

10 Shares \$1150.00

How You May Become a Member of The Independent Harvester Company

Simply fill out the application blank given below and mail to us to-day. This will enroll you as a member of the Great Independent Manufacturing Company that is waiting to make machinery for *you* at a profit to *you*.

_____ 191_____

The Independent Harvester Company, Plano, Ill.

Please consider this my application for membership in The Independent Harvester Company. I hereby subscribe for _____ shares of stock fully paid and non-assessable, for which I enclose draft for \$ _____

It is understood that my stock certificate will be mailed at once and that I am from this day forth, as long as I hold said stock, to be entitled to all stockholders' discounts on all purchases I make of The Independent Harvester Company as well as my proportionate share in all other benefits and returns accruing to the members of said Company.

Name in full _____

R. F. D. _____ *Town* _____ *State* _____

The Independent Harvester Company
PLANO, ILL., U. S. A.

